CAPITAL PLANNING FOR INFORMATION
TECHNOLOGY (IT) INVESTMENTS

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

NOTICE: This publication is available digitally on the HQ AFMC WWW site at: https://www.afmc-mil.wpafb.af.mil/pdl/

This instruction establishes the requirement for the Chief Information Officer (CIO) to develop an Information Technology (IT) investment management and review process as stipulated in the Clinger-Cohen Act (CCA). The process for managing IT investments and the risks associated with them is defined as Capital Planning and encompasses the planning, processing, reviewing and managing of IT investments including National Security Systems (NSS) throughout the life-cycle. Full analysis and management will be applied to those investments identified as AFMC IT corporate requirements (AFMC-funded). AFMC corporate IT Requirements are defined as IT needs or deficiencies identified by the CIOs, Business Areas or Center commanders which impact across the Command, more than one functional area or those selected for implementation across the command. AFMC corporate IT investments include all expenditures involving IT and include equipment, software, IT services, and information or application system design, development, and maintenance regardless of whether such work is performed by government employees or contracted out. AFMC corporate IT investments of $5M or greater will be sent to the Command CIO for approval. Corporate IT Requirements below the $5M threshold will be managed in accordance with local base/center policy. All AFMC organizations and their subordinate field activities will be responsible for implementing a capital planning process for maximizing the value, and assessing and managing the risks of IT investments. This AFMC instruction implements policy and procedures outlined in AFPD 33-1, *Communications and Information.*

1. Background. The following changes in law have brought about the need to better manage our IT investments. Organizations are required by law to institute a management process to continually assess the benefits of IT acquisitions. No longer will programs be continued if they do not demonstrate a measurable benefit to the organization or mission.

1.1. The Government Performance and Results Act (GPRA). The GPRA's goal is to improve federal management, Congressional decision-making, service delivery, program effectiveness, public accountability, and public confidence in the government. The GPRA requires agencies to develop

strategic plans by September 30, 1997, for implementation in fiscal year 1999. The Office of Management and Budget (OMB) has mandated that the plans cover six years and be updated at least every three years. Stakeholders and customers will provide input into the strategic plans. Beginning in fiscal year 1999, agencies will develop yearly performance plans and set performance goals based on their strategic plans. Starting in March 2000, agencies will write annual performance reports, comparing actual performance to goals established in annual performance plans.

1.2. Federal Acquisition Streamlining Act (FASA) of 1994. Title V of FASA requires agencies to define cost, schedule, and performance goals for federal acquisition programs (including IT projects) and to monitor these programs to ensure that they remain within prescribed tolerances. If a program falls out of tolerance (failure to meet 90 percent of cost, schedule and performance goals), FASA gives the agency head the authority to review and, if necessary, to terminate IT.

1.3. CCA (formerly known as Information Technology Management Reform Act (ITMRA)) of 1996. The CCA directs that IT investments will support the mission, long term goals and objectives, and the Air Force's annual performance plan. The CCA mandates the Secretary of Defense implement performance measurement for all DoD IT programs, projects, and acquisitions. The key goal of the CCA is to ensure that agencies have processes and information in place to help ensure that IT projects are being implemented at acceptable costs, within reasonable and expected time frames, and are contributing to tangible, observable improvements in mission performance.

2. Capital Planning. Capital Planning is an integrated management process that provides for the continuous selection, control, and evaluation of IT investments throughout the life cycle and disposition of an IT investment. Effective capital planning uses long range planning and a disciplined budget process as the basis for managing a portfolio of capital assets to achieve performance goals with the lowest life-cycle costs and least risk. This process will also provide management with accurate information on acquisition and life-cycle costs, schedules, and performance of current and proposed capital assets and will assist organizations in making decisions on the best use of available funds to achieve strategic goals and objectives. Major acquisitions are defined as capital assets that require special management attention due to their importance to the agency mission; high development, operating or maintenance costs; high risks or high return; or their significant role in the administration of agency programs, finances, property or other resources.

2.1. IT Investment Management Cycle. To be successful, the IT investment management process should have elements of three essential phases - selection, control, and evaluation. However, each phase should not be viewed as a separate step. Each phase is conducted as part of a continual, interdependent management effort. Information from one phase is used to support activities in the other two phases. The following questions should be addressed prior to any potential information technology investment:

•Should the agency be doing this work at all?

•Can someone else (government agency or private sector) do the work better?

•If not, is the work organized and being done the best way possible?

2.1.1. For each phase and type of investment, appropriate review processes, documentation requirements and selection criteria must be developed. The following paragraphs describe the three phases of an IT investment management process and the relationships between the various

phases. (**Figure 1**)

Figure 1.   IT Investment Management Cycle.
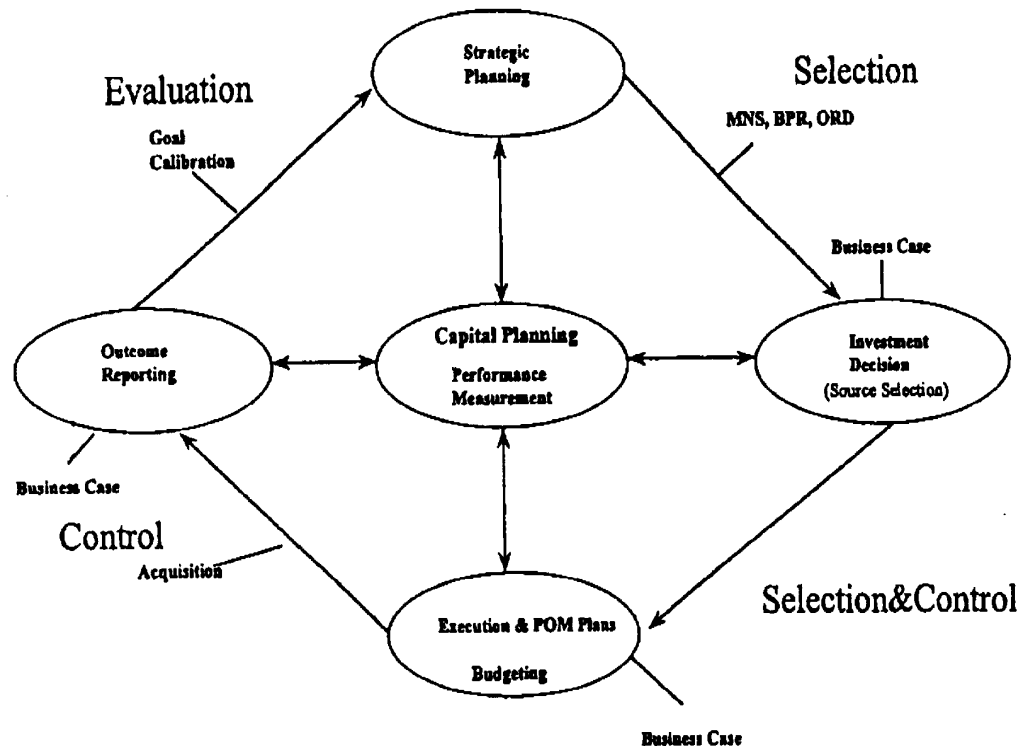
2.1.2. Selection of AFMC-funded projects.

•The selection phase for AFMC funded projects begins with the identification of deficiencies or needs in the AFMC Information Management Business Area (IM BA) Strategic Plan. During this phase, the CIO along with the CIO Council ballots, prioritizes, and selects the top ranking corporate IT Requirements (AFMC-funded) for Executive Team approval. The selection phase helps ensure that the CIO selects those IT projects that will best support mission needs. During the selection phase, the program manager briefs the requirement to the CIO Council. The purpose of the briefing is to identify and analyze the requirement's risks and proposed benefits before a significant amount of funding is invested in the proposed project.

•The project manager also develops the performance measurements during the selection phase. The performance measurements establish goals and objectives for the implementation of the new requirement. The performance measurements may be modified as the requirement matures. As the IT requirement is more clearly defined, the performance data required may change also and require clarification. Beginning in the selection phase, the MAJCOM CIO will conduct periodic progress reviews to determine the progress of a requirement by comparing it against projected costs, schedule, and expected mission benefits in relationship to strategic plan.

•Center-level program managers will submit their AFMC corporate IT Requirements through the local base/center CIO or in accordance with locally developed procedures. During the selection phase the base/center CIO will assist the Major Command (MAJCOM) CIO by determining which IT requirements are center level and which ones will require MAJ-COM approval. If the IT investment falls below $5M total life cycle costs, additional guidance is provided in AFI33-103/AFMCS 1, *Requirements Development and Processing,* to determine whether the IT investment requires MAJCOM approval. The criteria outlined in the following table will be used by the center CIO to determine whether an IT investment requires MAJCOM CIO review and approval.

Table 1. IT Investment Review Criteria Checklist.

CRITERIA	APPLICA-BLE YES/NO
Is the requirement for a new system that has not been previously implemented at AFMC?	
Is it a replacement with a significant change (30% or more) in functionality?	
Are the total life cycle costs greater than $5M or significant enough to require consideration in the POM cycle?	
Is the annual cost** to include sustainment greater than $1M?	
Does it support a mandatory legal requirement?	
Does it significantly impact the mission as related to a downward directed program?	
Does it have cross-functional application? (Crosses more than one business area or mission)	
Is it a highly visible program? (Commander's interest item)	
Is it a high-risk investment? (Risks as associated with costs, schedule, political environment(A-76, BRAC))	
Is it intended to become a part of the command standard infrastructure or does it tie into a common standard infrastructure?	
Will it significantly change the AFMC standard architecture including desktop workstations or network hardware and software?	
If a corporate requirement, does it have a potential to be used across AFMC (best practice) and save future investment, development or sustainment costs?	
Is it critical to the business operations of the command or business area?	
Is the requirement in support of the AFMC IM BA Strategic Plan? Does it need to be incorporated into the AFMC IM BA Strategic Plan?	

**Cost includes all categories of resources in the OMB Circular A-11 (hardware, software, contractor services, supplies, federal employee compensation and benefits, and inter/intra-agency payments).

2.1.3. Control of AFMC-funded projects. During the control phase, the program manager will be responsible for monitoring the progress of ongoing IT projects as managed by the MAJCOM CIO

against projected cost, schedule, performance and delivered benefits. As a project is developed and if investment costs rise, the program manager is responsible for ensuring the project continues to meet mission needs. If a project does not stay on track or if problems arise, the project manager will keep the MAJCOM CIO apprised of all problems. Decisions made by the MAJCOM CIO during the control phase may include canceling the project, modifying it to better meet mission requirements, accelerating development of the project, or continuing its development as planned. The program manager will report the progress of ongoing IT projects against projected cost, schedule, performance and delivered benefits. Investments requiring MAJCOM CIO approval will be reviewed by the CIO Support Working Group (CSWG) and the CIO Council. The CIO will continue to evaluate each project periodically throughout its life-cycle using the program management reviews to determine whether the project continues to meet mission needs. Center CIOs will assist the MAJCOM CIO by providing updates to major IT investments they are involved in.

2.1.4. Evaluation of AFMC-funded projects. The evaluation phase begins once projects have been implemented. During the evaluation phase actual versus expected results are evaluated to assess the project's impact on mission performance, identify any changes or modifications to the project, and adjust the investment management processes (select, control, evaluate phases) based on lessons learned. Performance measurement data will be collected on all AFMC-funded IT requirements and reported during the quarterly Program Management Reviews (PMRs). These reviews are important MAJCOM CIO decision-making tools.

2.1.4.1. All organizations must have a disciplined capital planning process that addresses the project prioritization, risk management and other difficult challenges posed by asset management and acquisition. Each IT investment must consider "Raines Rules" prior to requirements and acquisition development. The following are a summary of "Raines Rules": 1Quote; "

• Support Mission - Support core/priority mission functions that need to be performed by the federal government.

• No Alternative Source - Be undertaken by the requesting agency because no alternative private sector or governmental source can efficiently support the function

• Work Process Reengineering - Support work processes that have been simplified or otherwise redesigned to reduce costs, improve effectiveness, and make maximum use of commercial, off-the-shelf (COTS) products.

• Business Case Analysis - Demonstrate a projected return on investment that is clearly equal to or better than alternative uses of available public resources. Return may include mission performance in accordance with GPRA measures; reduced cost; increased quality, speed, or flexibility; and increased customer and employee satisfaction. Return should be adjusted for such risk factors as the project's technical complexity, the agency's management capacity, the likelihood of cost overruns, and the consequences of under - or non-performance;

• Consistent with IT Architecture - Be consistent with federal information architectures which: integrate agency work processes and information flows with technology to achieve the agency's strategic goals; reflect the agency's technology vision and Year 2000 compliance plan; and specify standards that enable information exchange and resource sharing while retaining flexibility in the choice of suppliers and in the design of local work processes;

•Reduce Risk - Reduce risk by avoiding or isolating custom-designed components to minimize the potential adverse consequences on the overall project; using fully tested pilots, simulations, or prototype implementation before going to production,; establishing clear measures and accountability for project progress; and securing substantial involvement and buy-in throughout the project from the program official who will use the system;

•Modular Contracting - Be implemented in phased, successive chunks as narrow in scope and brief in duration as practicable, each of which solves a specific part of an overall mission problem and delivers a measurable net benefit independent of future chunks; and,

•Risk sharing - Employ an acquisition strategy that appropriately allocates risk between government and contractor, effectively uses competition, ties contract payments to accomplishments, and takes maximum advantage of commercial technology. Unquote."

3. Roles and Responsibilities for Capital Planning.

3.1. CIO MAJCOM. The CIO has a major business leadership role, and focuses on overall business improvement through information technology planning, management, investment and evaluation. The CIO serves as the focal point for assuring the IT emphasis within the command is meeting the command's business objectives through sound IT strategic and capital planning, leveraging of command-wide IT, and effective performance measures of major IT systems.

3.1.1. The CIO will consider many factors, such as risk (technical, schedule, cost), impact and mission goals and objectives when evaluating each project. Each IT investment must support the Mission Need Statement or Operational Requirements Document and tie back to the strategic plan. Even though an IT requirement is approved, that does not end the CIO involvement with the investment. Approved IT investments, regardless of development stage, are reviewed during the periodic program management reviews.

3.2. IM BA. The AFMC IM BA supports each of AFMC's Business Areas and Support Functions through the acquisition, management, operation, and maintenance of the IT infrastructure. The AFMC IM BA's vision is to ensure AFMC customers have the right information, anywhere, anytime, on demand. The IM BA supports the Air Force Long Range plan End States by moving towards the goal of a C&I Utility that enables each of AFMC's Business Areas and Support Functions to achieve its goals.

3.2.1. The AFMC IM BA Chief Operating Officer (COO) is also the AFMC CIO and the Director of Communications and Information (HQ AFMC/SC).

3.3. IM BAT. The IM BAT is responsible for managing both headquarters and field information as an invaluable and strategic corporate resource. The IM BAT provides information systems policy, guidance, planning, allocation of resources, oversight, and technology management for communications and information systems at both Headquarters and the field. The AFMC CIO established the IM BAT. Membership consists of representatives from the eight business areas, representatives from the staff advisors (FM, PK, JA, LG, XP, DP, AQ, EN, SF), IM BA COOs at the AFMC field locations, and Communications Group/Communications Squadron (CG/CS) Commanders.

3.4. Management Working Group (MWG). The MWG is chartered as the command focal point for command-wide resource managemet issues, policies, and procedures of the IT spectrum. This includes planning - capital, strategic, and business; funding - POM, A-POM, FINPLAN, etc., work-force development; work breakdown structure - business lines, product lines, and product; performance metrics, business process re-engineering; and Competitive Sourcing and Privatization.

3.5. CIO CSWG. The CSWG is chartered to provide day-to-day customer support for the C&I Utility. The CSWG supports the customer by assisting the customer in developing and defining IT requirements that impact the operational architecture goals. The CSWG provides the CIO Council recommendations and inputs on IT requirements presented to the CIO Council for approval and funding.

3.6. CIO Council. The AFMC CIO has established a CIO Council to participate in the prioritization of IT requirements for AFMC. The CIO Council will review each requirement presented for approval and rank each one using the CIO Council Scorecard. A sample scorecard with instructions is provided in Table 2.1.

   3.6.1. The CIO Council membership consists of the AFMC CIO and field/center CIOs.

3.7. Information Management Steering Team (IMST). HQ AFMC/SC has established the IMST as a corporate business area advisory body within the AFMC Command Management Framework. The IMST is comprised of representatives from each of the command level business areas and staff advisors from Finance, Contracting, Plans, Personnel, Acquisition and Engineering. (**Figure 2**).

Figure 2.   Information Management (IM) Business Area (BA) Team Structure
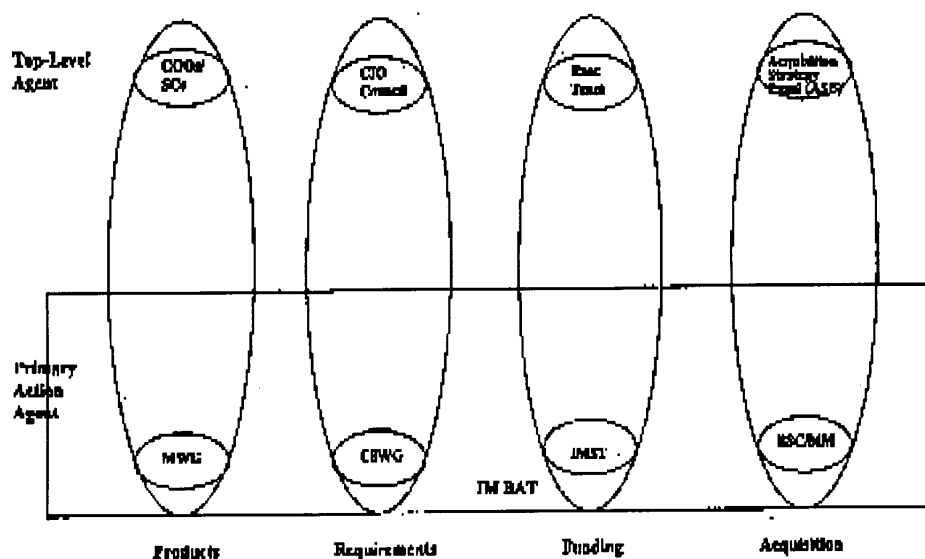
CSWG = Customer Support Working Group
IM BAT = Information Management Business Area Team
IMST = Information Management Steering Team
MWG = Management Working Group

3.8. Program Manager. The program manager will identify the IT deficiency or mission need. The program manager will prepare the requirements documentation and will process it through the established review/approval channels. Base-level activities will contact their local Communications organization (SC) for procedures on processing Corporate IT investment requirements requiring MAJCOM CIO (HQ AFMC/SC) approval. Additional requirements processing guidance is available in AFI33-103/AFMCS 1, and AFI10-601, *Mission Needs and Operational Requirements Guidance and Procedures.*

3.8.1. The program manager should include at a minimum the following information with their IT requirements package: the project's functional requirements, an estimate of the project's life-cycle costs, benefits, and risks associated with the investment. A cost benefit analysis is required for all IT requirements with an estimated life-cycle cost of $1M per AFI 33-103.

3.8.2. The program manager will also:

•Submit the IT requirements package to the CSWG for assistance in defining the requirement and technical solution. The review criteria in Table 1 will be used to determine whether the IT requirement must be approved at center level or whether it requires MAJCOM oversight.

•Coordinate the requirement through other business areas that may be impacted by the IT requirement.

•Prepare necessary funding documentation and obtain funding for the IT investment.

•Prepare the cost analysis for all IT investments in excess of $1M per AFI 33-103.

•Accomplish business process reengineering prior to IT investment business case development.

•Establish and track performance measures for each IT investment.

•Work with contracting to develop the business case, request for proposal and necessary acquisition documentation and project implementation schedules.

•Compare schedule to actual timelines and performance goals explaining variances.

•Update information in the IT investment business case and provide periodic project updates to the CIO using the prescribed program management review format.

•Make project disposition decisions and or recommendations.

•Analyze and report performance measurement data/results to the CIO.

4. Performance Measurements. Performance measurements will be identified during the planning stages of the IT investment. Once an IT investment baseline is established, each performance measure must be evaluated to ensure that its verification, validation and method of data collection is cost effective. The best performance measures are outputs from the measured process. Measures that are intrinsic results of work performed are less expensive and more accurate. IT investments should not be made without a clearly defined need or set of requirements. The need and requirements drive performance measurement. Users are encouraged to employ the mission need statements or requirements documents required for the approval level and type of investment proposed.

4.1. Performance Measurements Development and Data Collection. The program manager will develop the performance measurements and collect the data for AFMC Corporate IT investments. Performance measures may be developed to measure conformance, efficiency, effectiveness, cost and

reaction (customer satisfaction). The objective is to select the fewest number of performance indicators that will provide adequate and complete information about the success of the investment. The set of selected performance indicators should be usable, understandable, and simple. Performance measures are scalable to all levels and types of investments. Performance measurement data will be collected throughout the life cycle of each investment. The data collected must validate the need for the new capability and its ability to support the mission.

4.2. Data Evaluation. The program manager will review the results of the performance measurements data collected to ensure established goals have been met. If the program fails to increase efficiency and decrease annual cost within established goals, the program manager will advise the CIO during the PMR. The CIO will recommend action to correct the deficiencies. If program problems persist, the CIO will review the project again within sixty to ninety days of the last program review. At that time the CIO will make a decision whether to modify or terminate the project.

4.2.1. Performance measures provide feedback to managers. Performance measures may be revised when strategic planning goals or IT investment goals change or whenever the validity of the measures warrants change. The program manager should consider the following questions when validating performance measures:

•Are the measures still valid?

•Are we measuring the right thing?

•Do we have the right measures?

•Are the measures used in the right way?

4.2.2. Additional guidance on performance measures is available in the Air Force Information Technology Investment Performance Guide (August 1997) (http://www.cio.hq.af.mil).

4.3. Annual Performance Plans. Beginning in FY99, OMB requires the Air Force submit an IT investment annual performance plan. The IT investment annual performance plan will cover activities listed in the Air Force's budget, including:

•Establishing performance goals to define the level of performance to be achieved by a program activity;

•Expressing such goals in an objective, quantifiable, and measurable form unless authorized by OMB to be in an alternative form as depicted in subparagraphs 4.3, (1) & (2);

•Briefly describing the operational processes, skills and technology, and the human, capital, information, or other resources required to meet the performance goals;

•Establishing performance indicators to be used in measuring or assessing the relevant outputs, service levels, and outcomes of each program activity;

•Providing a basis for comparing actual program results with the established performance goals; and

•Describing the means to be used to verify and validate measured values.

4.3.1. If an agency, in consultation with the Director of the OMB, determines that it is not feasible to express the performance goals for a particular program activity in an objective, quantifiable, and measurable form, the Director of the OMB may authorize an alternative form. Such alternative form shall

4.3.1.1. Include separate descriptive statements of a minimally effective program, and a suc-

cessful program, or such alternative as authorized by the Director of the OMB, with sufficient precision and in such terms that would allow for an accurate, independent determination of whether the program activity's performance meets the criteria of the description; or

4.3.1.2. State why it is infeasible or impractical to express a performance goal in any form for the program activity.

4.4. Annual Performance Report. No later than 31 March 2000, OMB will require the Air Force submit an annual report on IT program performance for the previous fiscal year. The IT program performance information may be included in the annual financial statements.

5. PMRs. A program management review schedule will be established by the MAJCOM CIO and the reviews will be conducted on a regular basis throughout the year. The reviews may coincide with specific events that automatically trigger a management review (i.e., deviations in cost, schedule or performance outside accepted thresholds) or with critical life-cycle milestones. The PMRs provide the MAJCOM CIO as well as the base/center CIOs an opportunity to review each IT investment and also provides them an input into the following year's selection process. Programs that do not support the organization's mission outlined in the strategic plan may be modified or terminated. Post-implementation reviews will also be required to close out projects that are completed or canceled during the year.

6. IT Investment Annual Revalidation. The MAJCOM CIO will stay involved with the AFMC Corporate IT investment through the PMRs and the annual revalidation process. Revalidation takes place continually as investments mature and develop. The MAJCOM CIO along with the CIO Council will review and revalidate Corporate IT investments for continued funding or cancellation. The annual review/revalidation will provide input to the organization's IT budget, annual performance plan and updates to the strategic plan.

DEBRA L. HALEY,   SES, DAF,
Director, Communications and Information

Attachment 1

GLOSSARY OF REFERENCES AND TERMS

References

DoD Guide for Managing Information Technology as an Investment and Measuring Performance, 10 Feb 1997

Air Force Information Technology Investment Performance Measurement Guide, August 97

Capital Programming Guide Version 1.0, Supplement to: OMB Circular A-11 part 3: Planning, Budgeting, and Acquisition of Capital Assets, July 1997

Information Technology Evaluation Guide (GAO)

IT Capital Planning & Investment Guide

Terms

Benchmarking—Benchmarking is a systematic process for evaluating and comparing services, products, and work processes in order to facilitate improvement or strategic advantage.

Business Process Reengineering (BPR)—BPR is a methodology that examines, rethinks, and redesigns mission, products, and services within the political, social, and economic environment of the organization. Improving critical organization-wide functional processes through the use of BPR methods and tools is required before performance measures are implemented for a program or functional area.

Capital Asset—Land, structures, equipment, and intellectual property (including software) that are used by the Federal Government and have an estimated useful life of two years or more.

Corporate IT Investments—Corporate IT Requirements are defined as information technology needs or deficiencies identified by the CIOs, Business Areas or Center commanders which impact across the Command or more than one functional area. Corporate IT Requirements will be initially screened by the CSWG to determine if they require AFMC CIO Council review.

IT Capital Planning—Capital Planning is a systematic process for managing the risks and returns of IT investments for a given mission. Capital Planning is an integrated management process linked to the strategic plan, that provides for the continuous selection, control, life-cycle management, and evaluation of IT investments and is focused on achieving a desired outcome. Capital Planning is the common thread that ties the strategic planning process, requirements analysis, execution planning, acquisition and implementation.

IT Investment—IT investments encompass all expenditures involving IT and includes equipment, software, IT services, and information or application system design, development, and maintenance regardless of whether such work is performed by government employees or contracted out.

Major Acquisition—Major acquisitions are capital assets that require special management attention due to their importance to the agency mission; high development, operating or maintenance costs; high risks or high return; or their significant role in the administration of agency programs, finances, property or other resources. Major acquisitions will meet the criteria outlined in OMB circular A-11, Part 3, Planning, Budgeting, and Acquisition of Capital Assets.

National Security Systems—Any IT in support of telecommunications or information systems operated by the United States Government, the function, operation, or use of which involves;

- intelligence activities;

- cryptologic activities related to national security;

- command and control of military forces;

- equipment that is an integral part of a weapon or weapons systems; or

- is critical to the direct fulfillment of military or intelligence missions, except that such a system is not a NSS if it is to be used for routine administrative and business application (including payroll, finance, logistics, and personnel management applications).

Attachment 2

CIO COUNCIL SCORECARD

Corporate IT Requirements are defined as IT needs or deficiencies identified by the CIOs, Business Areas or Center commanders which impact across the Command or more than one functional area. The AFMC CIO Council will rank and prioritize corporate IT Requirements using the CIO Council Scorecard. The Scorecard directly relates to the assessment criteria briefed during the CIO Council meeting. The CIO Council members will individually rank each requirements set. Once all the requirements have been briefed, the CIO Council members will complete a scorecard for each requirement briefed. The score-cards will then be collected and tabulated to obtain a consolidated CIO Council Score for each require-ment. The CIO Council Scorecard will provide a standard method for ranking all corporate IT Requirements. The MAJCOM CIO retains the authority for a final decision on the prioritization of the requirement sets that will be forwarded to the Executive Team for funding.

REQUIREMENT SET TITLE:	
REQUIREMENT SET ASSESSMENT SCORING CATEGORIES	
A. **Benefits** (Score each requirement based on your analysis of information provided.) 1. **Tangible** (1-10) (Cost Benefit, Return on Investment) 2. **Intangible** (1-10) (Improved capability, increased productivity) 3. **Total** = (Maximum Value= 20)	Range 10 TO 1 (High benefit= 10; Low = 0
B. **Risk Assessment** (Score each requirement based on your analysis of information provided.) 1. **Spiral Dependency** (Requirement is dependent upon other requirements in the spiral.) (1-5) 2. **Organization Risk** (Requires a paradigm shift or cultural change) (1-5) 3. **Technical Uncertainty** (Availability of technology to meet requirement may not be mature or available.) (1-5) 4. **Infrastructure Risk** (Uncertain whether infrastructure will be available to support requirement.) (1-5) 5. **Cost Uncertainty** (Unsure whether costs estimates will remain consistent with projections as requirement is refined and technical solution is developed.) (1-5) 6. **Total** = (Maximum Value= 25	Range 5 to 0 (High risk = 0 Low risk -= 5)
C. **Mission Enhancement** (Rank according to impact you feel it will have on your center/base) 4. **Total** = (Maximum Value= 10)	Range 10 TO 1 (High Enhancement=10, Low - 1)
D. **Total Score = Benefit+ Risk + Enhancement= Total Assessment Score** (Enter total in the block to the right.)	Maximum Score = 55
Recommendation (Check one of the following)	
Approve	
Disapprove	
Return to Rework	

Voting Member's Name/Signature _____